



*Montgomery County  
Muslim Foundation*

FAITH

IN

ACTION

# **OPERATIONS MANUAL**

Approved in  
**of Directors' Meeting**  
Held on January 4, 2015

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## **Introduction:**

1. New Articles of Incorporation and By-laws of the Montgomery County Muslim Foundation (hereafter called By-laws) were approved in the General Body Meeting held on May 4, 2014.
2. The following Operational Manual (hereafter called Manual) was developed taking into account the new By-laws, decisions taken by the Board of Directors from time to time and the practices followed since the inception of the MCMF.
3. The Board of Directors approved the enclosed Operational Manual to be followed by all layers of the governance structure effective from January 15, 2015.
4. It is understood that in case of any conflict between the Manual and previous Board decisions and actual practices in vogue, the guidelines of the Manual will supersede any previous decisions or practices.
5. The By-laws are the supreme reference material. In the case of any implicit or explicit conflict in the provisions of the Manual with those of the By-laws, the By-laws shall prevail.
6. The subsequent sections set out the operational guidelines for all layers of the governance structure but are not all-inclusive.
7. In matters that are not covered by the Manual or in case any new operational issues may emerge, the operations should be undertaken following the letter and spirit of the By-laws or guidance/decisions of the Board of Directors should be sought.
8. Intentional violation of the guidelines of the Operational Manual or the provisions of the By-laws in doing business of the MCMF will fall in the category of misconduct subject to appropriate action by the Board of Directors or the General Body Meeting, as may be the case.
9. The approved Manual should be circulated through email by the office Director to Board Members, office bearers and the paid staff of the MCMF latest by January 14, 2015. Similarly, the Manual should be given by the office Director to a new director, office bearer, staff on his/her assumption of duties along with a copy of the By-laws.
10. It is important that directors, Council Members and staff carefully read the By-laws and the Manual in order to be able to fulfill effectively and properly their respective responsibilities within their provisions.
11. The Manual has been written based on jurisdictions. The subheadings are not meant to compartmentalize the work. The Manual should be read in its entirety with full awareness of the fact that individual functions are scattered across sections.

## **Membership and General Body Meetings:**

1. A Muslim of at least 18 years of age residing in the Montgomery County can become a Member of the MCMF by completing an application form that has been duly approved by the Board of Directors. He/she will become a Member after the application is approved by the Executive Council.
2. Once a Membership application is submitted it should be approved by the Executive Council within two weeks and the applicant informed of the decision. Thereafter, his/her name should be duly included in the Membership list.
3. The Board of Directors and the Executive Council should work out a strategy and launch an effort to increase the Membership of the MCMF and enhance the pool of donations by the community.
4. The matter of Membership and donations should be periodically reviewed in a joint meeting of the Board and the Council. However, new Membership will not be made during the period from the notification of the General Body Meeting for election of office bearers and the actual date of the meeting.
5. The Office Director will maintain a proper and updated record and list of Membership with full details including email address, mailing address and phone number.
6. The Membership list would be placed before the Board of Directors by the office Director for its information in the January meeting of each year.
7. If the Board so decides, the office Director would prepare an annual list of Membership in the form of a directory of those Members who give consent to be included in the directory.
8. The format of the directory and its distribution will be decided by the Board of Directors, which may also decide whether or not advertisements are to be included in the directory to cover its cost.
9. Grassroots participation and input in running the MCMF is vital for its long-term sustainability and strengthening. Various initiatives should be taken to increase the community involvement.
10. A quarterly newsletter should be developed and circulated on the 15<sup>th</sup> of January, April, July and October to the general Membership and the same newsletter may be placed on the website.
11. The finalization of the draft newsletter would be the responsibility of the President. It should be prepared by the 5<sup>th</sup> of January, April, July and October respectively and approved by a designated Member of the Board by the 8<sup>th</sup> of January, April, July and October respectively.
12. In addition, the Board of Directors should meet the community Members in various

groups to brief them of the activities of the MCMF, solicit their support and collect donations.

13. Consideration should be given to holding of the community and fund raising meetings at more frequent intervals than once a year.
14. Different community organizations should be approached to get them involved in the MCMF activities and solicit their support.
15. Similarly, liaison should be strengthened with other faith-based or welfare organizations operating in the County and the State.
16. The Members constitute the supreme body that will, inter alia, elect Board of Directors and office bearers of the Executive Council in its Annual General Meeting adhering to the procedures described in the By-laws.
17. The President and the Board Chairperson would coordinate to prepare the broad outline of the program for the General Body Meeting/special meeting following the requirements for holding of such meetings given in the By-laws and place it before the Board of Directors for approval.
18. The Board of Directors will approve, the date, place, time and agenda of the Annual General Meeting of Membership, and the Executive Council will follow the By-laws in arranging and notifying the meeting in line with the requirements set out in the By-laws.
19. The President, after consultation with the Council, will make necessary preparations and arrangements for the meeting with the help of the office staff.
20. The Board of Directors will appoint an Election Commission before the Annual General Meeting as defined in the By-laws.
21. The Election Commission will conduct elections based on the provisions of the By-laws.
22. The President/Chairperson would make sure that all the stipulations mentioned in the By-laws for the conduct of General Body Meeting about meeting notice, voting list, voting procedure, election procedures, quorum, minutes, and suspension of new Membership during election period, and all other procedures and requirements defined in the By-laws are meticulously followed.
23. An urgent/special meeting can be called as specified in the By-laws (by simple majority vote of the Board or of the general Membership).
24. The President would be obliged to arrange for such a meeting in consultation with the Board chairperson for specified agenda following the guidelines given in the By-laws.

## **Chairperson of the Board of Directors:**

1. Each year the Board of Directors will elect its Chairperson for a period of one year after the elections in the General Body Meeting.
2. Chairperson's main responsibilities will be as follows:
  - a) Approve the date, place, time, agenda etc. of regular meetings on the basis of the proposals to be submitted by the President
  - b) Approve special Board Meetings as defined in the By-laws.
  - c) Approve draft decisions to be presented for Board approval through circulation in matters that cannot be postponed to the next regular meeting and do not necessitate the calling of a special meeting
  - d) Chair the Board Meetings and guide its proceedings. In case of a tie vote for decision making, the Chairperson will use his/her casting vote to break the tie
  - e) Represent the MCMF in outside organizations and meetings in the County and State governments with or without the participation of other Board or Council Members. Alternatively, the Chairman can designate the other Member for participation/representation.
  - f) Ensure that the Council and the President implement the decisions of the Board in a timely and proper manner.
  - g) Ensure that the notice for a Board Meeting is given 15 days ahead of the proposed date of meeting and the agenda is circulated at least one week before the meeting date.
  - h) Undertake any other tasks assigned to him/her by the Board of Directors/General Body meetings
  - i) Undertake any other tasks that are mentioned in the By-laws or elsewhere in this Manual

## **Board of Directors:**

1. The Board of Directors is the supreme decision-making authority operating within the framework of the By-laws duly approved by the general Membership.

2. Its main task is to formulate policies and procedures consistent with the By-laws to manage the affairs of the MCMF, provide instructions to and exercise oversight on the operational activities of the Executive Council.
3. A Board Member will be involved in operational matters only to the extent authorized by the Board and that also in coordination with the President.
4. Other tasks assigned to the Board of Directors in the By-laws or mentioned elsewhere in the Manual would also be undertaken by the Board.
5. It is understood that the Board of Directors will avoid taking over the functions that are explicit responsibility of the general Membership and the Executive Council.
6. The Board decisions will be properly recorded and maintained by the office Director in consultation with the secretary.
7. Similarly, the Board papers and minutes of meetings will be recoded and maintained properly by the Secretary/office Director in consultation with each other.
8. The Board and Council Members can circulate any note or suggestion to Board Members but inclusion of such items in the Board agenda will be decided by the President in consultation with the Board chairperson.
9. The Board/Council will ensure proper maintenance and audit of the financial accounts and the office Director will be responsible for documentation of transactions to meet the incorporation requirements.

### **Executive Council and the President:**

1. The Executive Council headed by the President will manage day to day affairs of the MCMF following the Board decisions and the By-laws.
2. The Council must meet preferably on monthly basis to review its functioning.
3. The Council will record and maintain proper minutes of the meetings.
4. The President, Vice-President, Secretary and Treasurer will undertake their operational tasks as given by the Board and defined by the By-laws and discussed in the Executive Council meetings.
5. Based on the By-laws, Board decisions and the decisions of the Council, the President will take day to day operational decisions and manage the operational affairs of the MCMF.
6. All the communication will be disseminated under the seal/name of the President.

7. If the Board chairman or Board and Council Members have an interaction with the outside agencies or people on behalf of the MCMF, the President should be suitably briefed.
8. It is generally understood that the Board will not indulge in operational matters that fall in the jurisdiction of the Council and the Council will not make policy decisions that fall in the jurisdiction of the Board.
9. In the case of any doubt or ambiguity about a particular task or function, the Council will seek the guidance/approval of the Board.
10. The President or the Treasurer can sign a check of any amount. However, for an amount of more than \$1000.00, both of them would agree in writing (including via an e-mail) for the disbursement of an amount exceeding \$1000.00 even though the check can be signed by any one of them. Splitting of a bill to bypass this provision would not be acceptable.

### **Working of the Committees:**

1. The Board can set up committees and define their tasks.
2. The committees, while acting independently, will be required to report back to the Board the progress of work assigned to them.
3. The committees will follow the guidelines in their work as given by the Board and procedures decided by the committees themselves
4. The President and the office will assist the committees in completing their tasks.
5. All intra-committee or outside communications will be shared with the President and the office Director.
6. The chairperson of the committees will keep the Board posted of the progress and the problems of a committee
7. The Board and Council Members who are not Members of a committee can submit their suggestions to the chairperson of a committee but would avoid direct interference in their work
8. Composition of each committee shall preferably be limited to THREE and must consist of at least one Board Member.
9. The Board of Directors may appoint an advisory panel or induct a Member (from



outside of the Board of Directors and Executive Council) to assist a committee/Council/Board in its deliberations and decisions.

10. The Committee/Board/Council Member reaching out to other organizations on behalf of MCMF shall keep the President and the office Director informed.

### **Office Director:**

1. The office Director will work under the direct supervision of the President.
2. The President will be responsible to assign work to the office Director in line with the decisions of the Board and the Council and the By-laws.
3. All work assignments to the office Director by the Board Chairman or the Board will be routed through the President.
4. The Board, Executive Council and committee Members can make request for information/help directly from the office Director in the fulfillment of their duties.
5. While office Director can keep the President informed of any requests for information, the President's approval will not be necessary to comply with the requests.
6. Information barred from release by the Board of Directors will require the approval of the Board chairperson for release.
7. The President and the Office Director will continuously improve the use of technology for the maintenance of all records and better working of the office.
8. All communications to the Board, County officials, general Membership and outside agencies will be signed by the President/Chairperson.
9. The office Director will submit a monthly financial statement to the Board.
10. He/she will also be responsible for maintaining proper accounts and expenditure receipts and donation data.
11. The office Director will keep the Board informed about the County grant process and requirements.
12. The office Director will prepare yearly budgets of the MCMF in consultation with the President/Council and submit it to the Board of Directors.
13. Overall responsibility for the opening/closing of office, observing office hours, receiving/answering phones/email/mail and bill and rent payments will rest with the office Director

14. Maintaining and up keeping the office and its assets is the responsibility of the Director.
15. Maintaining office record and documents both manually as well as by using software and hard ware, as approved by the Board, and keeping updated information about the Membership, donations, documents and minutes relating to the general body meetings, Board and Council meetings is the task of the office Director
16. The office Director will maintain liaison with the general Members, Board of Directors, Council Members, outside parties and the County officials following the guidelines provided by the President in the light of the decisions made by the Board and the Council.
17. The office Director will oversee the transportation program and use of the bus.
18. Transmitting any information or notifications to the Board or general Members as approved by the President and consistent with the by-laws and Board and Council decisions will be the responsibility of the office Director
19. The office Director will assist the Board, Council, President and Committees in carrying out their assigned responsibilities
20. The office Director will prepare year-end financial statements to meet the legal requirements
21. He/she will assist the relevant committees in their tasks and in particular in the procurement/ distribution of food, gifts/pantry items and other services.
22. He/she will arrange and supervise various seniors' and youth activities
23. He/she will make arrangements for various functions, fund raising and food and cloth collection drives and receive and record donations.
24. He/she will prepare grant applications and submit them after due approval
25. He/she will send proper annual statements of tax deductible donations to all donors in January of each calendar year.
26. He/she will arrange for auditing of MCMF accounts as required by the By-laws and the laws of Maryland with the approval of the Board
27. He/she will plan each event at least THREE months in advance.
28. He/she will undertake other work as assigned to him/her by the President or the Board

## **Transportation Coordinator**

1. His/her main duty is to arrange proper use of the bus for purposes, and on the basis, approved by the President/ Board chairman
2. He/she will keep a record on the mileage, purpose and end users and also the record of maintenance/repair and gas cost.
3. He/she will prepare a six monthly report on the use of the bus and of the driver for the information of the Board.
4. He/she will maintain log of the hours of work and wage bill on a monthly basis.
5. The Office Director along with the President shall define and assign the duties and responsibilities of the Transport Coordinator and Bus Driver or any other employee e.g. Draft Employment Contract and ensuring its compliance. In case of any conflict or breach of Contract, it shall be immediately reported to the President.

## **Bus Driver**

1. He/she can be assigned driving and other work by the Board chairman/ President/ office director
2. If he/she is asked to perform non-driving duties he/she should be paid at the hourly rate prescribed for him/her as a driver.
3. If the driver is called to duty on a particular day, he /she should be paid hourly rate for at least for four hours a day or for actual time on duty whichever is higher.
4. The driver will be responsible for proper maintenance, care and parking of the bus

## **OPERATIONAL GUIDELINES for MLK Day of Service**

1. The President shall kick-off "MLK Service Day" during the month of November each

year by discussing its details in the Council and then announcing via e-mail.

2. The President will appoint a coordinator for this task
3. Flyers shall be printed and distributed at the event.
4. MCMF designated coordinator for this program will reserve TWO or more activity tables and ONE volunteer fair table through the Montgomery County website [www.montgomeryserves.org/mlk-day-service](http://www.montgomeryserves.org/mlk-day-service).
5. The Office Director will send e-mail blast to the MCMF distribution list in the first week of the New Year and again the week prior to MLK day.
6. MCMF event organizer will be responsible to buy supplies for the activity table.
7. MCMF event organizer will hand over the products (at the activity tables) to the Montgomery County event organizers who will then deliver the products to the Children's Inn at NIH.

## **OPERATIONAL GUIDELINES FOR MEAT DISTRIBUTION**

1. The President shall kick-off "Zabiha Meat Distribution Program" at the **Annual Iftar dinner** every year by announcing its details.
2. Flyers shall also be printed and distributed at the event.
3. Pledges need to be in by, at least, two weeks before Eid al-Adha.
4. Meat will be packaged in five pound packages and distributed to deserving families in the Montgomery County.
5. Office Director will take measures to ensure that the supplier does not take undue advantage by either not supplying the full amount of meat or charging above market prices.
6. It may be advisable to determine in advance as to how much meat will be delivered per share and at what price. One way to assess the reliability is to compare per pound cost of the meat with the market prices of similar meat.
7. The President will brief the Board on the size of the distribution and the type of families who were provided meat, and the cost incurred for a five pound meat package.

## Operational Guidelines for Food Pantry

1. Seniors, disabled and sick people will be given preference
2. Recipients should get one delivery per month and no more than 6 deliveries in any 12 month period. However the MCMF pantry committee can review a request for further deliveries on organization's referral with a good cause. Clients are urged to be enrolled with Manna also to be eligible for help from the Pantry.
3. The deliveries will be made in the last week of the month.
4. Volunteers will be arranged for the deliveries as most of the recipients will not have transportation
5. MCMF Pantry Coordinator in consultation with MCMF Office Director will prepare a list of items to be purchased on a monthly basis or as needed.
6. The list will be reviewed and approved by the MCMF President as appropriate.
7. All orders with CAFB shall be placed by the authorized shoppers approved with CAFB.
8. All orders shall be placed by the second week of the month (or as needed) and delivered to the office.
9. Office Director will receive the CAFB deliveries and store items as appropriate. Any help needed for the task should mainly be from volunteers
10. All items will be placed on the shelves and off the floors.
11. A computerized inventory list will be prepared and maintained after each delivery.
12. The pantry shall be kept clean and regularly checked for any signs or activity of rodents or other pests.
13. Regular monitoring of the items will be done in terms of expiration.
14. MCMF Office Director will receive referrals from the County and other sources.
15. MCMF Office Director in consultation with MCMF Pantry Coordinator will review the request, perform a screening check, and approve the clients per the eligibility criteria

16. The food will be packed in clean boxes labeled with MCMF logo and will contain MCMF pantry flyer.
17. Office Director will maintain record of all the referrals, do the entire inventory, stocking, and distribution from the Pantry and keep all financials of the Pantry including issuance of all requisite checks.
18. Pantry Coordinator will submit a monthly report to the Board.
19. The Pantry Committee will be competent to revise the above guidelines to streamline and simplify the procedures and every effort should be made not to have too many bureaucratic procedures. The chairperson of the Committee would have a hands-On approach to facilitate and expand the Pantry activities.

## **The Website Committee and press releases**

1. The website will be maintained and regularly updated by a three person committee and one of its Members will be tasked to revise/update it as necessary based on their decisions.
2. At least once a month, the outdated announcements and notifications will be deleted and new ones added
3. Any material to be included on the website will be cleared from one of the Members of the Board of directors to be appointed by the Board.
4. All press releases would also be cleared from the same Board Member, and also placed on the website.
5. The website Committee may consider inviting advertisements to be placed on the website for a fee. Its modalities worked out by the Website Committee should be got approved from the Board.